



Virginia Information Technologies Agency



IT Strategic Planning – Refresher Training

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Welcome

- Welcome to IT strategic planning refresher training for the 2012-2014 biennium.
- This training is a supplement to the instructions available in DPB's Agency Planning Handbook.
- To respect each participant's schedule, the instructor may ask for the opportunity to follow up on complex questions after the session is complete.
- There is also time set aside for additional questions and answers at the end of the session.



Agenda

1. Planning for the 2012-2014 Biennium
2. What's New in the IT Strategic Planning Process?
3. How to Complete the ITSP
4. Wrap Up



Planning for the 2012-2014 Biennium



The Big Picture

- Greater emphasis on enterprise approach to technology spending
- Technology is the cost-effective enabler of improved citizen services and agency objectives
- Cross-agency collaboration will be key to successful technology planning
- Reduced revenue puts emphasis on leveraging non-general funded federal initiatives to build enterprise platforms and systems



Governor's Reform Commission

- Provide multiple service delivery channels
- Expand customer “one-stop” concept
- Enable self-service
- Enable mobile workforce
- Consolidate common functions
- Adopt common processes
- Combine back-office operations
- Promote transparency



Key Trends in Government IT

Due to economic pressures and changes in citizen expectations, two key IT trends will emerge as state governments adapt to the new governing environment :

1. States will rely on IT to reduce costs by improving operational efficiency
2. States will improve citizen services by using IT to increase the interaction between citizens and government

Source: AITR Presentation
Center for Digital Government
February 2011



Outcome Strategies for Government IT

- Mission enhancement: goals, public services and outcomes most important to constituents
- Operational excellence: lower cost per transaction, delivering services quicker/more efficiently, ensuring most needy get the highest priority
- Risk management: business continuity, vendor management, regulatory compliance, public image, data security, prevent misuse of public funds

Source: *Practical Governance*
Gartner Executive Programs Report
November 2010



Enterprise Opportunities

- CAS – Commonwealth Authentication System: a centralized authentication service that all agencies can use in their public facing web portals
- SOA – Service Oriented Architecture Platform: an open, reusable system architecture that separates the presentation layer, business logic and data layer
- ESB – Enterprise Service Bus: connects legacy applications to newly developed applications and services, and manages data exchanges between agencies and external organizations



Technology Opportunities for 2012-14

- Create operational efficiencies
- Improve productivity and workplace appeal
- Facilitate citizens interaction with government
24 x 7



What is New in the IT Strategic Planning Process?



Key ITSP Dates

FUNCTIONAL AREA	DATE	EVENT
Budget Development - Base Budget	August 15	Base budget due from agencies.
Strategic Planning	August 26	Agency and Service Area Strategic plans due to DPB (except for IT portion).
Budget Development – Technicals	September 1	Agencies submit base budget adjustments and technical adjustments to DPB.
Budget Development - Decision Packages	September 15	Decision packages due.
Strategic Planning	October 3-7	Secretaries finalize review of agency strategic plans.
Strategic Planning	October 28	Information technology portion of strategic plan due
Strategic Planning	November 1	Agencies post approved strategic plans to their web sites.



HHR Agencies Build ITSP Based on Sect. Plan

Per the Secretary of Health and Human Resources (HHR), HHR agencies will:

- use a single Secretary-approved Appendix A for the entire Secretariat;
- use common descriptions for all projects and procurements in the HIT/MITA program. The descriptions will be provided by the HIT/MITA program office; and,
- in addition to agency head approval, will obtain Secretary approval on their ITSPs.



No Business Architecture in IT Summary

- In the 2010-12 IT strategic plan, agencies were asked to match IT investments to their agency's business architecture
- The business architecture requirement is not in place for 2012-14
- In the future, the matching IT investments to agency business architecture will be automated through the Commonwealth Technology Portfolio (ProSight)



New CETR Quality Control List

- Required fields ensure that a minimum amount of information is collected about each application and data asset.
 - Hard Stops: cannot save the record without answering. There are only a few of these.
 - Soft Stops: cannot certify the portfolio without answering. There are a number of these.
- Soft Stops are presented on a new QC Messages page for each application and data asset and also in summary for an agency's entire portfolio.
- Each existing application and data asset has a handful of QC messages that will have to be addressed before certification.



Completing the ITSP



Agency Planning Handbook

- There are four components to the agency ITSP:
 1. IT Summary Section in Va. Performs;
 2. IT Budget Estimation Tables in Va. Performs;
 3. Appendix A in the Commonwealth Technology Portfolio, or an Appendix A Exemption Letter on file with VITA's ITIM Division; and,
 4. Agency Application Portfolio in the Commonwealth Enterprise Technologies Repository.
- Detailed instructions for completing the four components of the ITSP can be found in DPB's Agency Planning Handbook for the 2012-14 Biennium at <http://dpb.virginia.gov/sp/AgencyPlanningHandbook2011.pdf>



Business Value of IT

- Value is a measure that demonstrates how an IT investment contributes to improved constituent service levels, agency operational efficiencies, and the strategic goals of the agency and the Commonwealth.
- IT investments may have multiple value measures in one, two, or all three of these value categories. Some value measures apply to more than one category.
- Must be able to measure value—if you can't measure value, how do you know the IT investment is producing enough value to meet your business needs?



Business Value of IT - Constituent Service

Constituent service is the measure of how well an IT investment helps the citizens and customers of the Commonwealth. Examples are:

- improving customer experience
- reducing request/form processing times
- providing better access to information
- increasing ease of use
- adding new services
- meeting federal or state mandates
- increasing service quality
- reducing constituent-facing error rates
- reducing user fees
- enhancing public relations
- decreasing environmental impact



Business Value of IT – Operational Efficiency

Operational efficiency is the measure of an IT investment's capability to reduce agency operational and inventory costs. Examples are:

- reducing ongoing operations and maintenance costs
- reducing personnel costs
- redeploying personnel to another task
- reducing error rates
- increasing production volume
- reducing material waste
- reducing raw material use
- reducing costs through a shared service
- reducing costs through an enterprise application



Business Value of IT – Strategic Alignment

Strategic alignment is the measure of an IT investment's support for agency and Commonwealth goals, and includes the applicability of the investment across the enterprise of state government. Examples are:

- improving performance in an Agency Key Objective & Measure documented in Virginia Performs
- improving performance in an Agency, Service Area or Administrative Performance Measure documented in Virginia Performs
- improving performance in a Societal Indicator tracked by the Council on Virginia's Future
- Participating in a collaborative or enterprise solution



IT Summary Section

- Current Operational IT Investments: describe any existing operational IT investments that are not meeting the agency's business needs and will require enhancement in order to produce the desired business value.
- Factors Impacting the Current IT: describe the changes in their business environment that will require or mandate new solutions or changes to the agency's current IT investments.
- Proposed IT Solutions: discuss the business value of proposed IT solutions that support agency objectives, service area objectives, enterprise or secretariat-level strategic priorities, agency performance measures and/or societal indicators.



IT Budget Estimation Tables

Use the IT Budget Estimation Tables to determine the estimated cost of agency IT investments for the upcoming biennium. Look across all service areas and programs to identify all IT investment costs for the previous year, and use the previous year's costs, in addition to the base budget for all IT expenditures provided by DPB, as the basis for estimating the future agency-wide IT budget.

- Current IT Services Table represents the costs of ongoing IT operations and maintenance.
- Proposed IT Investments Table represents the estimated costs of projects and procurements.
- Projected Total IT Budget Table totals the previous tables.



Appendix A or Exemption Letter?

- You will need an Appendix A from the CTP if you are spending in 12-14 on:
 - an IT project with a total cost of \$250k or more; or,
 - an IT procurement with a total cost of \$100k or more.
- If you are not, you will need an Appendix A Exemption Letter.



Appendix A

- Appendix A is a detailed view of the agency's Commonwealth IT investments that identifies the alignment of each IT investment to the agency's service areas.
- Appendix A is a web report generated from information in the agency's technology portfolio within the Commonwealth Technology Portfolio (formerly ProSight), and published on Va. Performs along with the Agency Strategic Plan.



Using CTP

- Primary forms used to gather IT investment information:
 - Project or Procurement Business Alignment Form
 - Project Business Alignment Biennium Funding
 - Investment Business Case
 - Project Charter and Budget form (active projects)
- Embedded within the CTP workflow is specific guidance regarding the completion of agency IT strategic planning information for Appendix A.
- For assistance with CTP contact Jan Van Horn at 804-416-6180 or jan.vanhorn@vita.virginia.gov.



Appendix A Exemption Letter

- An agency may not have any IT investments that qualify as Commonwealth IT investments.
- The agency heads from these agencies may submit an Appendix A Exemption Letter to the CIO, which will be posted on Va. Performs in lieu of Appendix A.
- The boilerplate exemption letter language can be found at:
<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=7736>



Agency Application Portfolio in CETR

- The agency head, or the agency head's designee, must certify that the agency's Application Portfolio contained within the Commonwealth Enterprise Technology Repository (CETR) is accurate and up-to-date prior to the CIO reviewing and approving the agency's ITSP.
- To access CETR you will need a username and password. If you do not already have access to CETR, contact VCCC at (866) 637-8482 or vccc@vita.virginia.gov.
- Instructions for verifying the agency's Application Portfolio are in the CETR User Guide, which is available once you have logged into the application.



Best Practices from 2010-12

- Match IT strategic plan to agency goals and objectives
- Business value focus—not a technical document
- Don't wait until the ITSP is almost due



CIO Review and Approval

- The agency head, or the agency head's designee, must certify the four components of the ITSP before the process for CIO Review of the agency ITSP can begin.
- Reminder: Agencies will cannot receive planning approval for IT projects or procurements in the 2012-2014 Biennium without a CIO-approved ITSP.



Wrap Up



Resources

- VITA's IT Strategic Planning web page:
<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=7778>
- DPB's Agency Planning Handbook for the 2012-14 Biennium:
<http://dpb.virginia.gov/sp/AgencyPlanningHandbook2011.pdf>
- Council on Virginia's Future Presentation on Enterprise Strategic Priorities to the IT Advisory Council: http://www.vita.virginia.gov/uploadedFiles/ITAC_strategicplanning.pdf
- Center for Digital Government Presentation on Trends in Digital Government to the Commonwealth Agency IT Resources (AITRs):
<http://www.youtube.com/watch?v=m7Wyf5WJztk>
- Virginia Performs: <http://vaperforms.virginia.gov/>
- Commonwealth Enterprise Technologies Repository:
<https://ssl01.apps.vita.virginia.gov/cetr/>
- Commonwealth Technology Portfolio (formerly ProSight):
<https://ctp.vita.virginia.gov/prosight/>

Questions & Answers





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